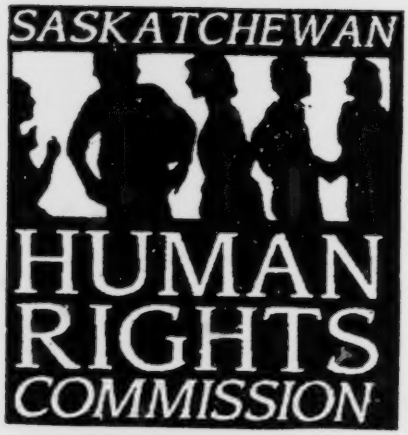

Saskatchewan Human Rights Commission

Employment Equity Report

1998-99

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Saskatchewan Human Rights Commission

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Table of Contents

I.	Preface	4
II.	Background	5
III.	The Public Sector Employers in Review	6
IV.	Progress of the Designated Groups	22

A. Women
B. Aboriginal People
C. People with Disabilities
D. Visible Minority People

Appendix A	Workforce Representation of Designated Group Persons	28
Appendix B	Representation of Designated Group Persons In Management Positions	37
Appendix C	Background and Policies on Designated Group Members Women People with Disabilities Visible Minority People	46

I. Preface

This is the Saskatchewan Human Rights Commission's seventh annual *Employment Equity Report*. This is our second year of focusing on one-third of the employers with approved employment equity plans. The commission introduced the three-year, rotating monitoring system for employment equity plans in 1998. The number of employment programs and education programs the commission monitors continues to grow and our staff resources have not kept pace. The rotating monitoring allows for a more in-depth review of employers' actions plus provides staff with a more manageable workload.

All employers with approved programs continue to provide the commission with annual written reports. However, the commission's monitoring report will reflect actions taken by one-third of the plans. This year, our report provides an overview of approved employment equity programs of:

- City of Prince Albert
- City of Regina
- City of Saskatoon
- Government of Saskatchewan
- Northern Lights School Division
- Northlands College
- Regina Police Service
- Regina Public School Division
- Saskatchewan Human Rights Commission
- Saskatchewan Legal Aid Commission

The statistical tables reflect all employment equity plans approved by the commission. This year the statistical tables include two new equity employers -The Saskatchewan Gaming Corporation and its 550 employees and Weyerhaeuser Canada which represents 1,131 employees.

Last year we asked all employers with approved plans to report on three key areas the commission sees as advancing the equity agenda. Those areas are:

- methods used to ensure that managers are accountable for supporting implementation of the program
- implementation and evaluation of the corporate education and awareness training for senior and middle managers, human resources personnel and all employees
- actions taken to strengthen partnerships with community based organizations supporting designated group members

II. Background

The commission has had the legislative mandate to promote equality through equity programs under *The Saskatchewan Human Rights Code (the Code)* since 1979. Since approving the first programs in the early 1980s, the commission's equity initiatives have focused on two areas: employment and education.

Employers and educational institutions that wish to promote and enhance equality and the systemic removal of discriminatory barriers in their workplaces and classrooms may submit programs to the commission for approval under section 47 of the *Code*. The commission uses the term "sponsor" to refer to organizations with approved programs.

The vision of employment equity is an inclusive workplace that benefits from the resources of a diverse workforce and enables all groups to contribute to the community's economic well being.

Since 1980, the commission has approved private and public sector employment equity programs in Saskatchewan. We currently monitor thirty-seven employment programs. Organizations with these programs are leading the way in demonstrating Saskatchewan workplaces can become representative of the communities they serve. They embrace the positive qualitative changes brought by a diverse workforce and are building places of employment that include, rather than exclude, women, Aboriginal people, people with disabilities, and visible minority people.

III. The Public Sector Employers in Review

The monitoring process is designed to obtain a picture of the employer's equity initiatives since its program began. To implement the monitoring process for the selected employers, commission staff provided a survey questionnaire to each employer under review. On site interviews and/or follow-up meetings were held with each employer to discuss the survey and obtain additional material for a fuller understanding of the employer's actions. As well, the employers submitted their annual reports on initiatives undertaken during the last year.

We have summarized key qualitative components of the employment equity plans under review. This includes details on methods used to ensure that managers are accountable for supporting implementation of the program, implementation and evaluation of the corporate education and awareness training for all employees and actions taken to strengthen partnerships with community based organizations supporting designated group members.

Numerical data and an overview of the statistical analysis are provided in Section IV of this report and in Appendices A and B.

City of Prince Albert

The City of Prince Albert has had an approved employment equity plan since 1997. Because Aboriginal people represent an estimated 20 to 33 percent of Prince Albert's population, the City has chosen a 20 percent goal for the employment of Aboriginal people rather than the provincial goal of 12.2 percent set by the Commission.

In its first two years of experience with the plan, the City has seen benefits that go beyond employment equity. For example, there is now a public recruitment process in which the City advertises specific jobs and seeks candidates with specific interests or abilities. In the past, the City relied heavily on unsolicited job applications to fill vacancies. The new process not only supports the City's efforts to diversify its workforce, but also provides a greater selection of candidates. Employment equity is credited, as well, with creating greater awareness of essential job requirements and the need for workplace accommodation.

Employment equity is currently the responsibility of the Director of Human Resources & Corporate Communication Services. In 1998, the City hired an employment equity coordinator on a three-month basis to conduct a workforce survey. In 1999, survey results will be transferred to a computerized database that will enable the City to monitor the progress of the plan, track employees from designated groups, and produce reports.

The City of Prince Albert has made a good start towards developing a representative workforce. To make further progress, the City must ensure that employment equity receives strong support from management, the unions and City Council.

Accountability

In October 1998, three City representatives including the Mayor attended the SEEPA (Saskatchewan Employment Equity Practitioners Association) conference in Prince Albert. In 1999, the City plans to implement a process for evaluating the performance of managers with regard to the goals of the employment equity plan.

The City has an anti-harassment policy and a code of conduct that requires sensitivity towards and respect for all individual and personal differences.

The City is expanding its list of recruitment agencies and participates annually in the Career Symposium of IANE (the Interprovincial Association for Native Employment). In 1999, the City plans to make presentations regarding summer employment to the Gabriel Dumont Institute, the Métis Education Centre and theYouth Futures Corporation.

Staff Education & Training

In 1998, the City focused on corporate education and held a full-day workshop for all senior and hiring managers on implementing employment equity. Individual managers attended workshops on race relations, human rights in the workplace, and persons with disabilities. In 1999, the City plans to encourage all City employees to attend educational workshops on subjects related to employment equity.

City of Regina

The City of Regina had its employment equity plan since 1987. The City's employment equity plan covers all staff and is supported by City Council, City administration and the five collective bargaining units.

The City of Regina's employment equity program is the responsibility of the whole organization. The City has articulated a renewed commitment by senior management to employment equity. Limited progress was made in 1998 in equity in part because of restructuring and staff changes in Human Resources. The 1999/2000 employment equity plan is promising and shows positive movement by the City to look like the community it serves.

Accountability

The City Manager has defined focusing efforts on the employment equity plan as one of his five top goals for 1999. Quarterly meetings are held with the City Manager, Director of Human Resources and Employment and Development Services Division to discuss equity initiatives. As well, the Human Resources Department's first goal for this calendar year is to recruit and retain more civic employees reflective of the diversity of the community.

The City has restructured its employment equity committee and is representative of the Unions, Associations and Management. As well, the committee is representative of the four designated groups. The twenty-two member committee meets monthly and is finalizing their work plan.

As the first equity employer to introduce a comprehensive employment accommodation policy for persons with disabilities, the City of Regina is actively demonstrating its commitment to assuring new and current employee needs are met. The City is currently revising its anti-harassment policy and has established mandatory training for City employees in 1999.

Partnerships

The City Council's Advisory Committee on Access is representative of major organizations of people with disabilities. This committee works closely with the City on all aspects of disability issues including employment.

Partnerships have been developed with a variety of organizations including Saskatchewan Employment Equity Practitioners Association, Spring Free from Racism Working Group, Interprovincial Association on Native Employment and Regina Business and Professional Women's Organization. The Employment and Development Officer is active in these groups.

A joint planning committee of employment equity committee members and community agency representatives of Aboriginal people are organizing activities for the month of September.

Staff Education and Training

The City hosted a day long session on March 31st to introduce their accommodation policy for persons with disabilities to City staff. The session, *The Inclusive Workplace: Accommodation in Action* was well received by employees, City councillors and community agencies.

The September Aboriginal Awareness month will include several sessions promoting awareness of Aboriginal issues for employees throughout the City. Also, City Transit will provide transportation for employees to attend Treaty 4 celebrations at Fort Qu'Appelle.

A communication plan for the revised anti-harassment policy will be introduced this year. Part of the plan is the implementation, in 1999, of mandatory staff training.

City of Saskatoon

The City of Saskatoon has had an approved plan since 1987. Most hiring opportunities occur in entry level jobs in the labourer and service categories in temporary, seasonal and part-time classifications. The employment equity coordinator does career planning with designated group employees to help them move into permanent and full-time positions.

The City recognizes the need for additional efforts to recruit and retain people with disabilities. In 1998, it provided a variety of job accommodations including retraining, a job coach, technical supports, modified job duties, work site assessments and sensitivity training for co-workers. The City also installed a TTY (teletypewriter) and modem system to provide deaf and hard of hearing persons with similar access to hiring information as people who can use the regular telephone system.

Accountability

The City of Saskatoon expresses commitment to equity principles in its vision statement, and has developed anti-harassment and anti-violence policies, guidelines for accommodating religious beliefs, and draft guidelines on the accommodation of disabilities.

The active, 16-member employment equity committee includes, among others, the Manager of Employment & Compensation and representatives of all unions covered by the plan. The committee's responsibilities include reviewing annual departmental goals for hiring designated group members, ensuring contractor compliance with the anti-harassment policy, developing educational programs and other equity initiatives,

producing a quarterly employment equity newsletter, and acting as a watchdog for systemic discrimination. The employment equity coordinator spends the majority of his time on work related to employment equity.

Partnerships

The Leisure Services Department hires persons of Aboriginal ancestry for its MeTaWeTan ("Let's Play") summer program, which includes Aboriginal programming in areas with a high concentration of Aboriginal residents.

The City has developed an extensive outreach recruitment program, with links to 29 external agencies. Last year, the employment equity coordinator served on the board of directors of the Saskatoon Chapter of I.A.N.E. (the Interprovincial Association for Native Employment). He meets frequently with organizations such as the Saskatoon Tribal Council, the Saskatchewan Intercultural Association and the Canadian National Institute for the Blind to create working partnerships and develop work placement programs or hiring opportunities. The City participates in two to four career fairs a year and provides designated group members with work experience through mentoring programs. It also acts as a co-sponsor of National Aboriginal Day and funds other cultural events.

In 1998, the City arranged an accessibility audit of all civic facilities and set priorities for renovations. City Hall and the leisure centres will have first priority, with most changes focusing on improved services to the public.

Staff Education and Training

Educational events last year included a workshop on supervisors' human rights obligations and a workshop on harassment awareness and prevention attended by 114 employees, including all managers. To recognize December 3, the International Day of Disabled Persons, the employment equity committee sponsored two sessions entitled "Persons with a Disability–More Alike than Different." The first was attended by 66 managers, including general managers, department heads and branch managers; the second was attended by 84 supervisory staff and employment equity committee members.

Two hundred civic employees participated in cross-cultural workshops as part of the continuing implementation of the Equity and Anti-Racism Policy approved by City Council in 1997. This policy provides for mandatory cross-cultural training for all employees in order to develop their knowledge, interpersonal skills, and ability to provide services to culturally diverse communities.

Twelve individuals participated in a 28-hour program teaching American Sign Language. The program improved the working environment of deaf employees and enabled staff to provide better services to people with hearing disabilities. The City also arranged specific training as needed for supervisors and co-workers, including awareness sessions on visual impairments and mental disabilities.

Government of Saskatchewan

The Government of Saskatchewan has three separate approved plans. The out of scope program was approved in 1987. Saskatchewan Government Employees Union (SGEU) came on stream in 1988 and Canadian Union of Public Employees (CUPE) followed in 1989. The Government of Saskatchewan's employment equity plan covers all staff and is supported by senior executive and the two unions. All three programs are summarized in one report filed with Saskatchewan Human Rights Commission.

Executive Government is made up of 18 departments, one secretariat and two boards. Each has an internal joint union/management employment equity committee and a co-ordinator. Only two departments have recruited full-time equity co-ordinators. There is a full time Provincial Employment Equity Coordinator at the Public Service Commission who is responsible for the corporate administration of the program.

Accountability

The most significant change in the past year in supporting equity is the change to *The Public Service Act* that became effective in January 1999. Two separate sections refer to the diverse workforce in Saskatchewan and to the implementation of employment equity programs.

Section 3 reads, *"The purposes of this Act are the following:*
d) To strive to develop a public service that represents the diversity of the people of Saskatchewan."

Section 11 reads, *"Responsibilities and powers of commission*
(2) In addition to the responsibilities mentioned in subsection (1), the Commission is responsible for human resource management in the public service including: (c) Co-ordinating the development and implementation of employment equity policies and programs."

The Strategic Human Resource Management Committee, established in 1997 to provide strategic and corporate leadership and direction, is responsible for the

governance and accountability of the equity program. The committee is chaired by the Chair of the Public Service Commission and includes the Deputy Minister to the Premier and four Deputy Ministers. Permanent heads of departments/secretariats/boards are responsible for program implementation.

There are also ongoing central joint union/management committees (SGEU and CUPE) whose mandate is to monitor the progress of the equity initiatives, provide direction and make recommendations for change. To ensure there is communication and co-ordination between departments, the employment equity unit and SGEU, the departmental coordinators, co-chairs of departmental employment equity committees and the central union/management committee meet on a regular basis.

The PS/GE Collective Bargaining Agreement includes a provision for designating positions for designated group members and simultaneous postings of competitions. Departments are required to report on staffing of positions and if designated group members have not been hired, the Central Joint Equity Committee will evaluate the reasons.

Partnerships

There is ongoing support for the Aboriginal Government Employees' Network (AGEN). AGEN was founded in 1993 and continues to build into a strong aid for Aboriginal employees. The Government of Saskatchewan supported the first conference of the Visible Minority Government Employees' Support Group held in March 1999.

Government of Saskatchewan representatives have taken a leadership role in establishing Employment Equity Week, planning employment equity conferences and are active participants in Saskatchewan Employment Equity Practitioners Association.

There is recognition of the need to increase representation of women in non-traditional occupations and people with disabilities. Partnerships with external agencies including Women in Trades and Technology and South Saskatchewan Independent Living Centre are being strengthened to help increase representation.

Staff Education and Training

The Government of Saskatchewan developed a government-wide anti-racial, ethnic and gender discrimination training program. This program is not mandatory but some departments interpret it as mandatory. Some departments provide training on equity in staff meetings and management orientation. Executive Government recognizes there is a need to look at alternative strategies to get their message out on positive policies.

Written reports and electronic mailouts on equity issues are done. Some departments have set up web sites that feature their employment equity programs.

A draft training package on employment equity has been developed. The package contains information on employment equity objectives, goals, activities, collective agreement provisions and governance structure. Staff involved in recruitment and departmental employment equity committee members will be first to receive the training.

Northern Lights School Division

Northern Lights School Division No. 113 (NLSD) has had an approved employment equity plan for non-teaching staff since 1991. It also has an approved education equity plan that addresses the hiring of teachers. NORTEP (the Northern Teacher Education Program) was originally an initiative of the Northern Lights School Division. This was a significant undertaking to increase the number of Aboriginal teachers in a region where a large majority of the population is Aboriginal.

Serving a vast area that includes Uranium City, Stony Rapids, Buffalo Narrows, Pinehouse Lake and Weyakwin, the Division has a total of 221 non-teaching employees working in 25 schools, a central office in La Ronge, and a sub-office. One of the plan's long-term goals is to achieve proportional representation of Aboriginal and non-Aboriginal staff within the region.

Accountability

The Division policy entitled *Beliefs and Guiding Principles* gives a strong message of support for equity principles. It states, "Positive role models in the Division's schools will encourage and motivate students to achieve. Therefore, the Board of Education supports the principles of affirmative action through the Employment Equity and Affirmative Action Plans." The Division also has an Indian and Métis Staff Development Program.

The Division is currently revising its personnel manual, which will contain anti-harassment and anti-discrimination policies as well as a policy on the accommodation of employees with disabilities.

Partnerships

To date, NLSD has focused its efforts on the hiring of Aboriginal staff. The Division participates in career fairs and educational events, and hires several summer students.

Staff Education and Training

Supervisors, managers and professional and support staff can take training to deal with equity issues through professional development funding. Designated group members are offered skills training and, in some cases, on-the-job training. They are encouraged to seek promotions.

Northlands College

Northlands College provides educational services to adults in the northern half of Saskatchewan. It has an Administration Office in Air Ronge and regional offices in Buffalo Narrows, La Ronge and Creighton.

The College's employment equity plan covers both teaching and non-teaching staff. Its long-term goal is to develop a workforce that is representative of the population of northern Saskatchewan. Because Aboriginal people constitute at least 70 percent of the province's northern population, the Commission gave Northlands College permission to focus initially on the recruitment of Aboriginal people, including Aboriginal people with disabilities. The College has made a commitment to expand its plan over time to include all four designated groups. In the meantime, it reports annually on the employment of all four groups.

Because Northlands College's fiscal year runs from July 1 to June 30, its monitoring reports are submitted to the Commission later than other reports. The information included in this report reflects the 1997-98 fiscal year.

Accountability

Northlands College has allocated significant resources to employment equity and made it an integral part of its workplace culture and business practices. It hired a full-time employment equity officer for what was originally an 18-month project. This employee now works approximately half time on employment equity matters and half time on other human resource duties including those of harassment officer. All job postings go through the employment equity officer, who maintains a résumé pool and contacts designated group applicants when job opportunities arise. Whenever possible, an Aboriginal person sits on interview/selection panels.

Subject to approval by management and the union, specific job competitions can be designated as ones that will be limited to qualified Aboriginal applicants. The chief

executive officer (CEO) has obtained Board approval to agree to such designations in all cases.

The employment equity officer and the CEO both sit on the employment equity committee, with the CEO and a union representative acting as co-chairs. The employment equity officer is part of the management team and makes monthly reports to the Board of Directors.

Partnerships

Northlands College has made concerted efforts to raise awareness of employment equity in the northern part of the province. In 1997-98, the employment equity officer was instrumental in the development of a northern branch of SEEPA (the Saskatchewan Employment Equity Practitioners Association) and became its first chair. The employment equity officer also conducted a harassment investigation for another organization.

The College is expanding its distribution list for external postings and is developing contacts for outreach recruitment. In addition, the employment equity committee invites SGEU regional chairs to attend committee meetings whenever the proposed designation of a job competition is to be considered.

Staff Education & Training

Educational measures are directed towards increasing staff awareness of equity issues and improving employment opportunities for Aboriginal employees.

An annual, two-day in-service for all staff includes a standing item on employment equity. In 1997-98, the College also provided all employees with mandatory training on its comprehensive harassment policy. It provided additional training for managers and supervisors, who may be required to mediate harassment complaints. The employment equity officer attended training on job accommodation, and on the investigation and mediation of harassment complaints.

When an employee recovering from clinical depression returned to work last year, the College arranged an educational session on depression for the employee's co-workers and other interested staff. This assisted the employee's re-integration into the workplace.

Special provisions in the professional development policy apply to employees from designated groups, encouraging them to enhance and upgrade their skills. For example, Aboriginal employees can apply for educational leave sooner than other employees, and are eligible for multi-year funding.

In 1997-98, the College moved a female employee of Aboriginal ancestry from an instructor to a senior coordinator position through the TPHD (temporary performance of higher duties) process. The TPHD was for the specific purpose of allowing this employee to acquire the experience required for the position.

Regina Police Service

Regina Police Service has had an employment equity program since 1992. The Service's employment equity plan covers both Police Officers and civilian staff. Its long-term goal is to develop a workforce that is representative of the population of Regina.

Accountability

Support for equity is demonstrated in a variety of areas of the service. Activities of the Cultural Relations Unit and Victim Services Unit promote a proactive approach to issues. The recent opening of two Service Centres in Al Ritchie and North Central communities promotes the multi-agency approach to service delivery and problem solving.

Regina Police Service has an anti-harassment policy that includes a personal harassment policy. They are developing a policy covering job sharing.

Partnerships

A number of initiatives have taken place to strengthen partnerships with organizations outside of the Police Service. The mandate of the Cultural Relations Unit "to develop and maintain communication between the Regina Police Service and all ethnic and Aboriginal groups for the purpose of building a closer relationship" guides actions of the police service.

Regina Police Service is focusing on Managers and staff who do community work that enhances the public's perception of the police service. This provides positive role models for young people in the community. They have been involved in sweat lodges to expose police to that aspect of the Aboriginal culture. They have also organized the Youth Citizen's Police Academy for the Rainbow Youth Centre, participated in providing instruction to newly arrived immigrants and refugees at the Regina Open Door Society and participated in the organization of the Cree Lodge Young Offenders Camp.

Staff Education & Training

The service supports a Female Mentoring Program in partnership with the Royal Canadian Mounted Police. As well, presentations were given to staff on harassment, discrimination, Aboriginal issues and immigrant/refugee experiences and thirty-five employees attended two-day cultural relations course.

Regina Public School Division

Regina Public School Division No. 4 operates 58 schools and provides educational services to over 23,500 students. They currently employ 1872 full and part time staff to carry out their mandate. The Board has had a comprehensive employment equity program since 1994. The program covers employees under Saskatchewan Teachers' Federation, Canadian Union of Public Employees and Union of Office Employees and Administration. The Regina Public School Division identified 20 years as the maximum time to reach a representative work place.

Accountability

Senior Management takes an active role in participating in employment equity. Superintendents meet with management once a month as part of their review of the progress made in equity initiatives. Monthly reports are given to the School Board Members with respect to hiring and resignations. The reports going to the Board act as a monitoring tool. The Division is in the process of recruiting an Assistant Superintendent of Human Resources and Workplace Diversity to develop operational plans and strategies to create an effective employment and selection process.

The Division made a professional development plan to conduct employment equity workshops for all employees. Also, they hold meetings with principals and vice principals to discuss the Equity Program. Unions are encouraged to discuss the Program and all unions are represented on the Employment Equity Steering Committee.

The committee has developed and distributed a poster and an information pamphlet on the Employment Equity Program to all schools and office areas.

Partnerships

Regina School Board has an Outreach Recruitment Program for each designated group except women. Some initiatives include working with Aboriginal groups such as Women of the Dawn and Southwest Human Resource, an affiliate of the Metis Nation. People with disabilities are accessed through the Abilities Council and SIAST Community Services Co-ordinators. The Open Door Society is used as a

contact for visible minority and English as a second language candidates. Work placements have been a valuable tool for both the Division and worker.

Staff Education & Training

Regina School Board provides education and training on equity issues for non-supervisory and supervisory personnel. Presently, Regina School Board sponsors workshops for staff members. Some deal with equity issues and others are more general, such as conflict management.

A variety of professional development opportunities were open to students and teachers in this reporting period. ACT 2000 is an ongoing leadership program on anti-racism and cross-cultural training. Forty-eight teachers, 34 teacher associates and 286 students from grades 7 to 11 have received the training. The Indian-Metis Curriculum Advisory Committee continued to update and distribute resource materials for students and staff.

An "Employment Equity Tool Kit", an instructional guide for diversity education, was developed for teachers.

Saskatchewan Human Rights Commission

The Saskatchewan Human Rights Commission is responsible for enforcing and administering *The Saskatchewan Human Rights Code* throughout Saskatchewan.

The Commission has the equivalent of 19 full-time employees in its Saskatoon and Regina offices. The overall number of employees has increased in recent years, because of an increase in part-time and casual employees. Historically, the Commission has had a very low turnover rate in all positions.

Accountability

The Commission adopted an employment equity plan in January 1980, shortly after passage of the *Code* made such plans possible. As an individual employer, the Commission strives to meet and where possible improve upon the equity goals it sets for all employers in the province. Senior managers discuss employment equity at regular management meetings, and review all policies to ensure consistency with employment equity principles.

In 1998-99, as in previous years, the Commission achieved a representative workforce.

Partnerships

The partnership and educational initiatives the Commission undertakes as Saskatchewan's statutory human rights agency also enhance its ability to implement employment equity within its own workplace. For example, these activities increase staff awareness of equity issues and help the Commission develop contacts for outreach recruitment.

The employment equity committee is composed of one or two management representatives and two or three union representatives. It meets whenever there is an external job competition and recommends outreach recruitment methods. When a position is filled externally, the Commission typically contacts 206 organizations by mail and makes follow up telephone calls to organizations most likely to refer designated group applicants.

One focus of employment equity is the development of marketable skills among students from designated groups. In 1998-99, three out of four practicum students trained by the Commission were designated group members.

Staff Education & Training

In 1998-99, the Commission devoted 50 staff days to training on equity and human rights issues. This training included attendance at the following conferences: the Saskatchewan First Nations Traditional Justice Program; Understanding First Nations People – A Spiritual and Cultural Perspective; Honouring Diversity in the Classroom; and The Inclusive Workplace – Disability Awareness Workshop.

The Commission also hosted a Western Canadian conference for provincial and territorial human rights commissions last year. Many employees attended this conference, which was an opportunity to share knowledge and experience with other human rights workers.

In 1998, the Chief Commissioner/Director chaired an interdepartmental committee established to co-ordinate activities marking the 50th anniversary of the Universal Declaration of Human Rights. Several employees attended workshops, conferences or ceremonies celebrating this anniversary.

Saskatchewan Legal Aid Commission

The Saskatchewan Legal Aid Commission provides legal services to people who are financially eligible for assistance. It has fourteen offices throughout the province.

Since receiving approval for an employment equity plan in 1994, the Legal Aid Commission has increased staff representation of all four designated groups. It has accomplished this despite a significant decrease in hiring opportunities.

The employer's positive progress can partly be attributed to three factors: support for equity and anti-discrimination goals by management, the union, members of the Saskatchewan Legal Aid Commission, and individual staff members; an active employment equity committee; and the integration of employment equity principles with general recruitment, orientation, training and other personnel practices. For example, the Commission's written guidelines on both recruitment procedures and job interviews refer to the Commission's employment equity policy. The Director of Administration advises Legal Directors of designated group applicants during the hiring process, and follows up to determine reasons for choosing particular candidates.

The employment equity committee meets three times a year to discuss recruitment, accessibility and other issues. It also recommends educational sessions on equity issues at annual, general staff meetings. Self-identification questionnaires have been completed by 99 percent of staff, and the employment equity committee canvasses employees annually to determine whether their situations have changed.

Many equity and human rights provisions are included in the collective agreement and/or the Administration & Personnel Manual, including a detailed harassment policy. The policy on "pressing necessity leave," for example, covers requests from employees to observe non-Christian holy days.

Accountability

Both senior managers — the Chair of the Commission and the Director of Administration — are members of the employment equity committee.

Newly appointed Legal Directors receive intense management training that includes a portion on equity issues. The Chair reviews the operations of each office at annual meetings with Legal Directors where they discuss equity goals. The Chair, on the recommendation of the Director of Administration and a Legal Director, makes all offers of employment.

Employment equity is a standing agenda item at meetings of Legal Directors and the Commission (the Board of Directors), and both senior management and the Board review the annual employment equity report.

Partnerships

Many of the Commission's clients are members of designated groups, and some staff members work with community and designated group organizations on a volunteer basis. The Commission encourages these efforts, for example, through employee recognition awards. The Commission does outreach recruitment with organizations such as SEARCHs, the Indigenous Bar Association and the Native Law Centre.

Staff Education & Training

Annual staff meetings include an educational session on such topics as the duty to accommodate and cross-cultural issues. In 1998, all staff attended a seminar on harassment in the workplace.

IV. Progress of the designated groups

Women, Aboriginal people, people with disabilities and visible minority people experience many forms of inequity in employment, including high unemployment, low wages, and under representation in decision-making positions. Monitoring and evaluating the representation of designated group members in the workforce, including hires, promotions and terminations on a regular basis is a central feature of employment equity plans. By tracking the designated group members in those employers who report to the commission, we achieve an understanding of the effectiveness of remedies introduced for these employers to become more equitable and representative of the community.

At the same time, the commission recognizes that no single source of information is adequate in evaluating the progress of an employment equity program. Statistical reviews give broad indications of where employers are going and where they have been, but do not show the whole picture.

The commission also recognizes some limitations of statistical reviews, particularly when grouping diverse employers together. General comparisons from one year to the next must take into account the presence of new employers in the mix. There are also differences in how individual employers report on their workforces. For example, each employer defines its occupational groups including senior and middle management; this should be considered when comparing the progress of one employer over another. Employers use varying definitions of "permanent" and "non-permanent" employees. Some employers report on all positions in the workplace – including full and part time, temporary and casual – while other employers report on full time equivalents. There are variations in sponsors' hiring reports as well. For example, some employers are unable to report the total number of vacancies, while others identify designated group hiring only. For this reason, we view hiring data as only an indicator of progress towards a representative workforce.

The commission establishes numerical goals for workplaces. The goals reflect the actual representation of the designated groups in Saskatchewan's labour market and/or working age population. The equity goals established by the commission are set out in Chart 1.

Chart 1

Women	45%
Aboriginal People	12.2%
People with Disabilities[1]	9.7%
Visible Minority People[2]	
Saskatchewan	2.6%
Regina	5.1%
Saskatoon	4.7%

A. Women

In 1998-99, women comprised 46.7% of the total sponsor workforce. This is slightly more than the 1997-98 percentage (see Table 1 and 2, Appendix A). While this representation exceeds the commission's 45% goal, women continue to be concentrated at entry level and clerical positions. Generally speaking, women do not have a problem entering the workforce. However, women do face barriers to equality when trying to get jobs as managers or in non-traditional and under represented occupations.

The sponsor reports reveal that women continue to be under represented at the management level. In 1998-99, women held 34.1% of all management positions in the total sponsor workforce, but only 28% of senior management positions, and 36.5% of middle management positions in the sponsor workforce. The comparable figures from 1997-98 for the total sponsor workforce were 35.1% of management including 27.4% in senior management and 38.9% in middle management.

Employers with 25 or less employees revealed significantly higher numbers of women in all management positions. Within this category 64 % of all management positions are staffed by women. Further review indicates that women make up 50 % of senior management positions and 70.6 % of middle management positions.

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[1]Statistics Canada's 1991 Health and Activity Limitation Survey shows that people with moderate to severe disabilities make up 9.7% of Saskatchewan's working age population. In most cases, these individuals require job accommodation. In April 1998, the commission adopted a definition of disability that will now be used by all employers with equity programs. See appendix C

[2]In the interests of consistency, the Saskatchewan Human Rights Commission adopts, in principle, the definition of visible minorities used in the federal *Employment Equity Act*. See appendix C

Women are hired in numbers greater than their labour force representation of 45%. Four employers (ISM, Northern Lights School District, Saskatchewan Gaming Corporation and Weyerhaeuser Canada) are not able to generate external staffing statistics this year. The employer's reporting indicates during 1998-99 835 of 1699 permanent positions were filled by women through an external hiring process. This was 49.1% of the permanent positions identified. The majority of new hires were in positions traditionally staffed by women. With respect to non-permanent positions, sponsors hired women for 59.4% or 2,925 out of 4,923 positions.

Women continue to be concentrated in particular occupational groups, such as clerical and administrative support positions. In most organizations, these positions tend to be the lowest paid.

Women are under represented in permanent positions. While 77.9% of all jobs are permanent, only 69.3% of women in the sponsor workforce occupied permanent positions. This is consistent with a broader labour force trend for more women than men to hold non-permanent positions.

Turnover information was not available for five employers. Of those providing statistics, the 1,869 people who left permanent jobs with sponsor organizations in 1998-99, only 31.4 % were women. This is significantly lower than the representation of women in sponsor organizations.

While the overall number of women in the sponsor workforce meets the long-term goal, women are still struggling to break through the glass ceiling and succeed at higher levels. Sponsors need to identify the factors in their workplace that discourage or prevent women from advancing. Equity initiatives can then be developed to eliminate or minimize those barriers.

B. Aboriginal People

In 1998-99, Aboriginal people represented 6.4% of the employees with sponsor organizations (see Table 3 and 4, Appendix A). This increase is due in part to the addition of Saskatchewan Gaming Corporation and its excellent representation of Aboriginal employees. If the Gaming Corporation is excluded, the representation is 6%, a .9% increase from last year's report. Since the commission's first summary report of equity employers seven years ago, the representation of Aboriginal employees has grown from 2.9% to 6.4%. With the working age population of Aboriginal people at 12.2%, these employers are becoming more representative.

Small employers (under 25 full time equivalent), have a slightly better representation than the larger employers. Their staff complement of Aboriginal people is 9.8%.

Given than Aboriginal people are expected to make up 25 % of Saskatchewan's working age population within 20 years, it is essential that employers take steps to increase Aboriginal participation in the workforce. The commission is encouraged that employers are making long-range plans to increase the number of Aboriginal employees. Partnerships are being developed to ensure new employees have the required job skills. Employers are playing a supportive role in school mentoring programs, workplace support groups and community activities. There is still a need however, to ensure employment practices do not contain systemic barriers.

In 1998-99, sponsors reported filling 9.5% or 161 out of 1,699 permanent positions with persons of Aboriginal ancestry through external hiring. This remains below the current 12.2% working age representation.

With respect to non-permanent positions, sponsors filled 9.9% or 486 out of 4,923 positions with persons of Aboriginal ancestry through external hiring. The Government of Saskatchewan had the most significant number of hirings—253 of their 2144 positions (11.8%).

While numbers do not tell the whole story, they are an important indicator of support for employment equity. If Aboriginal representation is to increase significantly, employers will have to hire Aboriginal people at a rate higher than their 12.2% representation in Saskatchewan's working age population.

The reported turnover of Aboriginal employees from permanent positions was 172 persons. This number represents 9.2% of all employees who left their positions in the sponsor workforce in 1998-99. Given that only 6.4% of the total sponsor workforce are made up of Aboriginal people, this suggests an unacceptable amount of Aboriginal employees are leaving the workforce.

While Aboriginal employees constituted 6.4% of the total sponsor workforce in 1998-99, they filled only 3% of all management positions (see Table 3, Appendix B). The overall picture of Aboriginal representation in decision-making roles is discouraging. In 1998-99, Aboriginal people represented 2.6% of senior managers and 3.1% of middle managers. This is small incremental increase over last year.

C. People with Disabilities

In 1998-99, the workforce representation of people with disabilities in the total sponsor workforce decreased to 3.1% from 3.4% in the previous year. This is disturbing. People with disabilities benefit least from employment equity initiatives. They remain far below the commission's 9.7% goal (see Appendix A, Table 5 and 6). The representation of

persons with disabilities continues to be an area needing significant attention. Our first employment equity report showed that 2.9% of the total sponsor workforce were people with disabilities. After seven years, there has been an insignificant increase. It is not reassuring that representation has declined over the last year.

Employers reported the external hiring of persons with disabilities into 1.7% or 29 out of 1,699 permanent positions. In addition, sponsors hired persons with disabilities into 1.6% or 77 out of 4,923 non-permanent positions. Hiring of staff with disabilities has decreased in the last year. In 1997-98, people with disabilities staffed 2.6% of the permanent and 1.8% of the non-permanent positions. Hiring statistics clearly do not reflect the working age population of people with disabilities. The minimal increase in representation over the last seven years is primarily due to employer success in improving self-identification among their existing employees.

Thirty-six persons with disabilities left the employment of employment equity sponsors in 1998-99. Persons with disabilities made up 1.9% of all employees who left permanent jobs. This is higher than their entrance to permanent positions (1.7%), and illustrates why representation of people with disabilities is decreasing.

Among employees with disabilities, 86.1% held permanent jobs, compared with 77.9% of the general workforce. In part, this reflects the fact that many employees with disabilities develop disabilities during their employment.

In 1998-99, 2.8% of managers in the organizations with greater than twenty-five employees were persons with disabilities (see Table 5 and 6 Appendix B). This is a decline from last year when managers with disabilities comprised 3.4% of the large workplaces. People with disabilities made up 3.2% of senior managers and 2.6% of middle managers.

For people with disabilities the critical equity issues are hiring goals, barrier removal and accommodation polices. Employers need to develop approaches that will provide reasonable progress towards equitable representation. A well-identified accommodation policy, with designated funds and a workforce that is encouraged to apply accommodation will result in greater success.

D. Visible Minority People

Sponsor reports for 1998-99 indicated that visible minority people comprised 2.8% of the total sponsor workforce, exactly the same as in 1997-98 (see Table 3, Appendix A). This percentage is slightly greater than the representation of working age visible minority people in Saskatchewan. Visible minority employees are concentrated in sponsor workplaces in Saskatoon and Regina, where the visible minority population is

higher than the provincial average. Because there are larger numbers of visible minority members in urban areas, the commission's equity goals for employers in these cities are 4.7% in Saskatoon and 5.1% in Regina.

Sponsor reports showed great variation in the representation of visible minority persons. Some employers have few or no visible minority employees, while others--such as the Saskatchewan Research Council--have representations as high as 11.2%.

Visible minority members comprised 2.2% of managers in the larger employers (see Table 7, Appendix B). The representation was 2.2% in senior management and up to 2.4% in middle and other management.

Members of visible minorities were hired to fill 3.9% or 66 out of 1,699 permanent positions in 1998-99. In non-permanent positions, visible minority people filled 3% or 146 of 4,923 positions in 1998-99.

About 78.0% of all employees held permanent positions. Visible minority employees held 70.6% of permanent positions.

While the total number of visible minority people in the workforce is representative of Saskatchewan's working age population, they continue to be significantly underrepresented in the urban centres. More emphasis must be placed on integrating minorities into the workplace, especially in management level positions.

Appendix A

Workforce Representation of Designated Group Members
(Totals for employees in permanent and non-permanent positions)

Table A - 1 - Representation of Women (Employers with more than 25 FTE)

ORGANIZATION	TOTAL WORKFORCE				NUMBER OF WOMEN				PERCENT			
	1996	1997	1998	1999	1996	1997	1998	1999	1996	1997	1998	1999
CITY OF PRINCE ALBERT		359		370		105		97		45.0		26.2
CITY OF REGINA	1757	1733	1734	1655	442	463	464	447	25.2	26.7	26.8	27.0
CITY OF SASKATOON	2093	2394	2349	2354	621	781	811	828	29.7	32.6	34.5	35.2
CO-OPERATORS	508	330	368	429	407	266	291	346	80.1	80.6	79.1	80.7
CROWN INVESTMENT CORP.	62	73	70	66	32	33	40	36	51.6	45.2	57.1	54.5
GOVERNMENT OF SASK	10478	9977	10285	13295	5607	5409	5644	7142	53.5	54.2	54.9	53.7
ISM	404	438			147	149			36.4	34.0		
NORTHERN LIGHTS S.D.	200	230	225	221	145	149	145	149	72.5	64.8	64.4	67.4
NORTHLANDS COLLEGE	100	108	71	112	62	67	57	70	62.0	62.0	80.3	62.5
P.A. CO-OPERATIVE HEALTH CENTRE	78	72	93	88	72	62	85	74	92.3	86.1	91.4	84.1
REGINA POLICE SERVICES (CIVILIANS)	145	137	154	147	77	58	121	110	53.1	42.3	78.6	74.8
REGINA POLICE SERVICES (OFFICERS)	305	305	300	319	26	27	31	43	8.5	8.9	10.3	13.5
REGINA PUBLIC S.D.	1976	1995	1981	2025	1321	1336	1338	1383	66.9	67.0	67.5	68.3
SASK. LEGAL AID COMMISSION	133	134	134	135	87	89	87	92	65.4	66.4	64.9	68.1
SASK. OPPORTUNITIES CORP.		31	45	55		12	18	22		38.7	40.0	40.0
SASK. RESEARCH COUNCIL	254	230	215	235	94	88	105	112	37.0	38.3	48.8	47.7
SASKATCHEWAN GAMING CORP.			458	425			231	216			50.4	50.8
SASKATOON COMMUNITY CLINIC		133	130	134	103	102	104	121		76.7	80.0	90.3
SASKENERGY	969	961	975	994	368	371	370	381	38.0	38.6	37.9	38.3
SASKFOR MACMILLAN		507	472	537	46	92	85	113		18.1	18.0	21.0
SASKPOWER	2175	2433	2310	2250	478	586	597	582	22.0	24.1	25.8	25.9
SASKTEL	4162	4256	4350	4653	1974	1975	2138	2303	47.4	46.4	49.1	49.5
SASKWATER	244	243	248	241	59	55	54	52	24.2	22.6	21.8	21.6
SGI	1466	1513	1579	1610	773	802	854	874	52.7	53.0	54.1	54.3
SK CROP INSURANCE			577	526			207	200			35.9	38.0
SPMC	1068	977	983	1068	361	370	350	403	33.8	37.9	35.6	37.7
STC	356	323	263	247	112	98	74	62	31.5	30.3	28.1	25.1
STF	82	79.5	86.5	86.5	57	56.5	60.5	60.5	69.5	71.1	69.9	69.9
UNIV. OF REGINA			1557	1018			495	515			31.8	50.6
UNIV. OF SASKATCHEWAN	3587	3657	3705	3955	1668	1724	1756	1887	46.5	47.1	47.4	47.7
WEYERHAEUSER CANADA				1159				155				13.4
TOTAL	32602	33628.5	35717.5	40409.5	15139	15325.5	16612.5	18875.5	46.4	45.6	46.5	46.7

Table A - 2 - Representation of Women (Employers with less than 25 FTE)

ORGANIZATION	TOTAL WORKFORCE				NUMBER OF WOMEN				PERCENT			
	1996	1997	1998	1999	1996	1997	1998	1999	1996	1997	1998	1999
JOHN HOWARD SOCIETY		29	31	33		22	21	23		75.9	67.7	69.7
REGINA WOMEN'S COMMUNITY CENTRE				6				6				100.0
SASK WETLANDS	17	16	18	21	6	8	9	11	35.3	50.0	50.0	52.4
SHRC	35	37	36	31	30	30	28	25	85.7	81.1	77.8	80.6
SCN	18	18	19	21	9	9	11	10	50.0	50.0	57.9	47.6
TOTAL	70	100	104	112	45	69	69	75	64.3	69.0	66.3	67.0

Table A - 3 - Representation of Aboriginal People (Employers with more than 25 FTE)

ORGANIZATION	TOTAL WORKFORCE				NUMBER OF ABORIGINAL PERSONS				PERCENT			
	1996	1997	1998	1999	1996	1997	1998	1999	1996	1997	1998	1999
CITY OF PRINCE ALBERT		359		370		45		50		12.5		13.5
CITY OF REGINA	1757	1733	1734	1655	101	95	88	76	5.7	5.5	5.1	4.6
CITY OF SASKATOON	2093	2394	2349	2354	130	166	160	163	6.2	6.9	6.8	6.9
CO-OPERATORS	508	330	368	429	25	15	15	17	4.9	4.5	4.1	4.0
CROWN INVESTMENT CORP.	62	73	70	66	2	2	1	1	3.2	2.7	1.4	1.5
GOVERNMENT OF SASK	10478	9977	10285	13295	676	682	721	1112	6.5	6.8	7.0	8.4
ISM	404	438			10	10			2.5	2.3		
NORTHERN LIGHTS S.D.	200	230	225	221	152	163	169	168	76.0	70.9	75.1	76.0
NORTHLANDS COLLEGE	100	108	71	112	28	27	28	28	28.0	25.0	39.4	25.0
P.A. CO-OPERATIVE HEALTH CENTRE	78	72	93	88	13	16	16	19	16.7	22.2	17.2	21.6
REGINA POLICE SERVICES (CIVILIANS)	145	137	154	147	7	5	6	5	4.8	3.6	3.9	3.4
REGINA POLICE SERVICES (OFFICERS)	305	305	300	319	22	22	22	29	7.2	7.2	7.3	9.1
REGINA PUBLIC S.D.	1976	1995	1981	2025	72	80	91	98	3.6	4.0	4.6	4.8
SASK. LEGAL AID COMMISSION	133	134	134	135	9	9	8	11	6.8	6.7	6.0	8.1
SASK. OPPORTUNITIES CORP.		31	45	55		1	1	2		3.2	2.2	3.6
SASK. RESEARCH COUNCIL	254	230	215	235	2	2	7	9	0.8	0.9	3.3	3.8
SASKATCHEWAN GAMING CORP.			458	425			232	216			50.7	50.8
SASKATOON COMMUNITY CLINIC		133	130	134	103	1	7	9		0.8	5.4	6.7
SASKENERGY	969	961	975	994	47	42	52	57	4.9	4.4	5.3	5.7
SASKFOR MACMILLAN		507	472	537	24							
SASKPOWER	2175	2433	2310	2250	39	53	54	62	1.8	2.2	2.3	2.8
SASKTEL	4162	4256	4350	4653	97	103	115	116	2.3	2.4	2.6	2.5
SASKWATER	244	243	248	241	3	4	3	4	1.2	1.6	1.2	1.7
SGI	1466	1513	1579	1610	96	91	95	99	6.5	6.0	6.0	6.1
SK CROP INSURANCE			577	526			6	7			1.0	1.3
SPMC	1068	977	983	1068	60	60	56	72	5.6	6.1	5.7	6.7
STC	356	323	263	247	21	14	11	8	5.9	4.3	4.2	3.2
STF	82	79.5	86.5	86.5	3	9	6	6	3.7	11.3	6.9	6.9
UNIV. OF REGINA			1557	1018			13	14			0.8	1.4
UNIV. OF SASKATCHEWAN	3587	3657	3705	3955	44	53	52	45	1.2	1.4	1.4	1.1
WEYERHAEUSER CANADA				1159				100				8.6
TOTAL	32602	33628.5	35717.5	40409.5	1786	1770	2035	2603	5.5	5.3	5.7	6.4

Table A - 4 - Representation of Aboriginal People (Employers with less than 25 FTE)

ORGANIZATION	TOTAL WORKFORCE				NUMBER OF ABORIGINAL PERSONS				PERCENT			
	1996	1997	1998	1999	1996	1997	1998	1999	1996	1997	1998	1999
JOHN HOWARD SOCIETY		29	31	33		5	5	4		17.2	16.1	12.1
REGINA WOMEN'S COMMUNITY CENTRE				6				2				33.3
SASK WETLANDS	17	16	18	21	0	1	0	0	0.0	6.3	0.0	0
SHRC	35	37	36	31	4	4	7	4	11.4	10.8	19.4	12.9
SCN	18	18	19	21	0	0	0	1	0.0	0.0	0.0	4.8
TOTAL	70	100	104	112	4	10	12	11	5.7	10.0	11.5	9.8

Table A - 5 - Representation of Persons with Disabilities (Employers with more than 25 FTE)

ORGANIZATION	TOTAL WORKFORCE				PERSONS WITH DISABILITIES				PERCENT			
	1996	1997	1998	1999	1996	1997	1998	1999	1996	1997	1998	1999
CITY OF PRINCE ALBERT		359		370		29		6		8.1		1.6
CITY OF REGINA	1757	1733	1734	1655	146	190	185	173	8.3	11.0	10.7	10.5
CITY OF SASKATOON	2093	2394	2349	2354	53	50	51	69	2.5	2.1	2.2	2.9
CO-OPERATORS	508	330	368	429	27	9	10	16	5.3	2.7	2.7	3.7
CROWN INVESTMENT CORP.	62	73	70	66	1	2	2	4	1.6	2.7	2.9	6.1
GOVERNMENT OF SASK	10478	9977	10285	13295	341	327	318	340	3.3	3.3	3.1	2.6
ISM	404	438			17	17			4.2	3.9		
NORTHERN LIGHTS S.D.	200	230	225	221	0	1	0	0	0.0	0.4	0.0	0.0
NORTHLANDS COLLEGE	100	108	71	112	4	5	3	3	4.0	4.6	4.2	2.7
P.A. CO-OPERATIVE HEALTH CENTRE	78	72	93	88	7	4	7	5	9.0	5.6	7.5	5.7
REGINA POLICE SERVICES (CIVILIANS)	145	137	154	147	2	2	3	3	1.4	1.5	1.9	2.0
REGINA POLICE SERVICES (OFFICERS)	305	305	300	319	4	5	5	4	1.3	1.6	1.7	1.3
REGINA PUBLIC S.D.	1976	1995	1981	2025	36	33	32	40	1.8	1.7	1.6	2.0
SASK. LEGAL AID COMMISSION	133	134	134	135	11	11	12	10	8.3	8.2	9.0	7.4
SASK. OPPORTUNITIES CORP.		31	45	55		1	0	0		3.2	0.0	0.0
SASK. RESEARCH COUNCIL	254	230	215	235	2	4	1	1	0.8	1.7	0.5	0.4
SASKATCHEWAN GAMING CORP.			458	425			10	8			2.2	1.9
SASKATOON COMMUNITY CLINIC		133	130	134		2	6	9		1.5	4.6	6.7
SASKENERGY	969	961	975	994	24	26	25	21	2.5	2.7	2.6	2.1
SASKFOR MACMILLAN	317	507	472	537	30				9.5	0.0	0.0	0.0
SASKPOWER	2175	2433	2310	2250	68	84	86	77	3.1	3.5	3.7	3.4
SASKTEL	4162	4256	4350	4653	165	175	175	163	4.0	4.1	4.0	3.5
SASKWATER	244	243	248	241	4	4	3	3	1.6	1.6	1.2	1.2
SGI	1466	1513	1579	1610	141	139	142	144	9.6	9.2	9.0	8.9
SK CROP INSURANCE			577	526			0	3			0.0	0.6
SPMC	1068	977	983	1068	52	48	43	51	4.9	4.9	4.4	4.8
STC	356	323	263	247	12	10	8	7	3.4	3.1	3.0	2.8
STF	82	79.5	86.5	86.5	5	5	4	4	6.1	6.3	4.6	4.6
UNIV. OF REGINA			1557	1018			40	37			2.6	3.6
UNIV. OF SASKATCHEWAN	3587	3657	3705	3955	56	61	59	65	1.6	1.7	1.6	1.6
WEYERHAEUSER CANADA				1159				0				0.0
TOTAL	32919	33628.5	35717.5	40409.5	1208	1244	1230	1266	3.7	3.7	3.4	3.1

Table A - 6 - Representation of Persons with Disabilities (Employers with less than 25 FTE)

ORGANIZATION	TOTAL WORKFORCE				PERSONS WITH DISABLITIES				PERCENT			
	1996	1997	1998	1999	1996	1997	1998	1999	1996	1997	1998	1999
JOHN HOWARD SOCIETY		29	31	33		1	1	1		3.4	3.2	3.0
REGINA WOMEN'S COMMUNITY CENTRE				6				1				16.7
SASK WETLANDS	17	16	18	21	0	0	0	0	0.0	0.0	0.0	0
SHRC	35	37	38	31	5	4	3	3	14.3	10.8	7.9	9.7
SCN	18	18	19	21	0	0	0	0	0.0	0.0	0.0	0.0
TOTAL	70	100	106	112	5	5	3	5	7.1	5.0	2.8	4.5

Table A - 7 - Representation of Visible Minority Persons (Employers with more than 25 FTE)

ORGANIZATION	TOTAL WORKFORCE				VISIBLE MINORITY PERSONS				PERCENT			
	1996	1997	1998	1999	1996	1997	1998	1999	1996	1997	1998	1999
CITY OF PRINCE ALBERT		359		370		5		1		1.4		0.3
CITY OF REGINA	1757	1733	1734	1655	13	15	16	10	0.7	0.9	0.9	0.6
CITY OF SASKATOON	2093	2394	2349	2354	24	32	37	43	1.1	1.3	1.6	1.8
CO-OPERATORS	508	330	368	429	15	15	12	17	3.0	4.5	3.3	4.0
CROWN INVESTMENT CORP.	62	73	70	66	1	4	2	2	1.6	5.5	2.9	3.0
GOVERNMENT OF SASK	10478	9977	10285	13295	234	243	262	363	2.2	2.4	2.5	2.7
ISM	404	438			22	18			5.4	4.1		
NORTHERN LIGHTS S.D.	200	230	225	221	0	0	0	0	0.0	0.0	0.0	0.0
NORTHLANDS COLLEGE	100	108	71	112	5	5	2	5	5.0	4.6	2.8	4.5
P.A. CO-OPERATIVE HEALTH CENTRE	78	72	93	88	1	1	1	1	1.3	1.4	1.1	1.1
REGINA POLICE SERVICES (CIVILIANS)	145	137	154	147	2	3	4	6	1.4	2.2	2.6	4.1
REGINA POLICE SERVICES (OFFICERS)	305	305	300	319	10	10	11	12	3.3	3.3	3.7	3.8
REGINA PUBLIC S.D.	1976	1995	1981	2025	32	36	33	39	1.6	1.8	1.7	1.9
SASK. LEGAL AID COMMISSION	133	134	134	135	2	2	2	3	1.5	1.5	1.5	2.2
SASK. OPPORTUNITIES CORP.		31	45	55		3	3	1		9.7	6.7	1.8
SASK. RESEARCH COUNCIL	254	230	215	235	27	23	24	27	10.6	10.0	11.2	11.5
SASKATCHEWAN GAMING CORP.			458	425			21	22			4.6	5.2
SASKATOON COMMUNITY CLINIC		133	130	134		3	2	5		2.3	1.5	3.7
SASKENERGY	969	961	975	994	12	12	12	13	1.2	1.2	1.2	1.3
SASKFOR MACMILLAN		507	472	537	24							0.0
SASKPOWER	2175	2433	2310	2250	54	40	39	38	2.5	1.6	1.7	1.7
SASKTEL	4162	4256	4350	4653	71	77	85	78	1.7	1.8	2.0	1.7
SASKWATER	244	243	248	241	6	6	6	5	2.5	2.5	2.4	2.1
SGI	1466	1513	1579	1610	37	39	40	42	2.5	2.6	2.5	2.6
SK CROP INSURANCE			577	526			4	5			0.7	1.0
SPMC	1068	977	983	1068	35	30	25	32	3.3	3.1	2.5	3.0
STC	356	323	263	247	4	5	7	6	1.1	1.5	2.7	2.4
STF	82	79.5	86.5	86.5	0	0	0	1	0.0	0.0	0.0	1.2
UNIV. OF REGINA			1557	1018			76	75			4.9	7.4
UNIV. OF SASKATCHEWAN	3587	3657	3705	3955	262	268	273	287	7.3	7.3	7.4	7.3
WEYERHAEUSER CANADA				1159				6				0.5
TOTAL	32602	33628.5	35717.5	40409.5	893	895	999	1145	2.7	2.7	2.8	2.8

Table A - 8 - Representation of Visible Minority Persons (Employers with less than 25 FTE)

ORGANIZATION	TOTAL WORKFORCE				VISIBLE MINORITIES				PERCENT			
	1996	1997	1998	1999	1996	1997	1998	1999	1996	1997	1998	1999
JOHN HOWARD SOCIETY		29	31	33		3	3	3		10.3	9.7	9.1
REGINA WOMEN'S COMMUNITY CENTRE				6				0				0.0
SASK WETLANDS	17	16	18	21	0	0	0	0	0.0	0.0	0.0	0
SHRC	35	37	38	31	3	2	3	4	8.6	5.4	7.9	12.9
SCN	18	18	19	21	0	0	0	2	0.0	0.0	0.0	9.5
TOTAL	70	100	106	112	3	5	6	9	4.3	5.0	5.7	8.0

Appendix B

Workforce Representation of Designated Group Members in Management Positions

Table B - 1 - Women in Management (Employers with more than 25 FTE employees)

ORGANIZATION	WOMEN								
	ALL MANAGEMENT			SENIOR MANAGEMENT			MIDDLE MANAGEMENT		
	TOTAL	NUMBER	%	TOTAL	NUMBER	%	TOTAL	NUMBER	%
CITY OF PRINCE ALBERT	28	4	14.3	8	1	12.5	20	3	15.0
CITY OF REGINA	76	18	23.7	16	2	12.5	60	16	26.7
CITY OF SASKATOON	80	16	20.0	13	4	30.8	67	12	17.9
CO-OPERATORS	27	8	29.6	8	0	0.0	19	8	42.1
CROWN INVESTMENTS CORP.	48	18	37.5	9	3	33.3	39	15	38.5
GOVERNMENT OF SASK	1927	649	33.7	833	252	30.3	1094	397	36.3
ISM	Statistics are not available								
NORTHERN LIGHTS S.D.	29	13	44.8	9	1	11.1	20	12	60.0
NORTHLANDS COLLEGE	9	4	44.4	9	4	44.4	0	0	
P.A. HEALTH CO-OPERATIVE	13	10	76.9	1	1	100.0	12	9	75.0
REGINA POLICE SERVICES	36	9	25.0	15	5	33.3	21	6	28.6
REGINA PUBLIC S.D.	130	56	43.1	13	6	46.2	117	50	42.7
SASK CROP INSURANCE	47	18	38.3	17	3	17.6	30	15	50.0
SASK OPPORTUNITIES CORP.	6	2	33.3	6	2	33.3	0	0	0.0
SASKATCHEWAN GAMING CORP.	33	12	36.4	7	3	42.9	26	9	34.6
SASKATOON COMMUNITY CLINIC	13	8	61.5	1	0	0.0	12	8	66.7
SASKENERGY	200	76	38.0	10	0	0.0	190	76	40.0
SASKFOR MACMILLAN	20	1	5.0	8	0	0.0	12	1	8.3
SASKPOWER	46	7	15.2	9	2	22.2	37	5	13.5
SASKTEL	475	134	28.2	10	1	10.0	465	133	28.6
SASKWATER	44	4	9.1	5	0	0.0	39	4	10.3
SGI	193	69	35.8	7	2	28.6	186	67	36.0
SK LEGAL AID COMMISSION	16	5	31.3	3	2	66.7	13	3	23.1
SK. RESEARCH COUNCIL	12	3	25.0	2	1	50.0	10	2	20.0
SPMC	181	41	22.7	43	7	16.3	138	34	24.6
STC	18	5	27.8	9	2	22.2	9	3	33.3
STF	12	6	50.0	6	3	50.0	6	3	50.0
UNIVERSITY OF REGINA	40	7	17.5	32	5	15.6	8	2	25.0
UNIVERSITY OF SASKATCHEWAN	513	249	48.5	36	8	22.2	477	241	50.5
WEYERHAEUSER CANADA	68	4	5.9	15	1	6.7	53	5	9.4
TOTAL	4156	1418	34.1	1123	314	28.0	3033	1108	36.5

Table B - 2 - Women in Management (Employers with less than 25 FTE employees)

ORGANIZATIONS	WOMEN								
	ALL MANAGEMENT			SENIOR MANAGEMENT			MIDDLE MANAGEMENT		
	TOTAL	NUMBER	%	TOTAL	NUMBER	%	TOTAL	NUMBER	%
JOHN HOWARD SOCIETY	4	3	75.0	1	0	0.0	3	3	100
REGINA WOMEN'S COMMUNITY CENTRE	1	1	100.0	1	1	100.0	0	0	0
SASK HUMAN RIGHTS COMMISSION	7	6	85.7	2	2	100.0	5	4	80
SASKWETLANDS	1	0	0.0	1	0	0.0	0	0	0
SCN	12	6	50.0	3	1	33.3	9	5	55.6
TOTAL	25	16	64.0	8	4	50.0	17	12	70.6

Table B - 3 - Aboriginal People in Management (Employers with more than 25 FTE employees)

ORGANIZATION	ABORIGINAL PERSONS								
	ALL MANAGEMENT			SENIOR MANAGEMENT			MIDDLE MANAGEMENT		
	TOTAL	NUMBER	%	TOTAL	NUMBER	%	TOTAL	NUMBER	%
CITY OF PRINCE ALBERT	28	2	7.1	8	1	12.5	20	1	5.0
CITY OF REGINA	76	1	1.3	16	0	0.0	60	1	1.7
CITY OF SASKATOON	80	1	1.3	13	0	0	67	1	1.5
CO-OPERATORS	27	0	0.0	8	0	0.0	19	0	0.0
CROWN INVESTMENTS CORP.	48	1	2.1	9	0	0.0	39	1	2.6
GOVERNMENT OF SASK	1927	57	3.0	833	22	2.6	1094	35	3.2
ISM	Statistics are not available								
NORTHERN LIGHTS S.D.	29	7	24.1	9	2	22.2	20	5	25.0
NORTHLANDS COLLEGE	9	3	33.3	9	3	33.3	0	0	0.0
P.A. HEALTH CO-OPERATIVE	13	1	7.7	1	0	0	12	1	8.3
REGINA POLICE SERVICES	36	0	0.0	15	0	0.0	21	0	0.0
REGINA PUBLIC S.D.	130	2	1.5	13	0	0.0	117	2	1.7
SASK CROP INSURANCE	47	1	2.1	17	0	0	30	1	3.3
SASK OPPORTUNITIES CORP.	6	0	0.0	6	0	0.0	0	0	0.0
SASKATCHEWAN GAMING CORP.	33	9	27.3	7	2	28.6	26	7	26.9
SASKATOON COMMUNITY CLINIC	13	0	0.0	1	0	0	12	0	0.0
SASKENERGY	200	11	5.5	10	0	0.0	190	11	5.8
SASKFOR MACMILLAN	Statistics are not available								
SASKPOWER	46	1	2.2	9	0	0.0	37	1	2.7
SASKTEL	475	7	1.5	10	0	0.0	465	7	1.5
SASKWATER	44	0	0.0	5	0	0.0	39	0	0.0
SGI	194	9	4.6	7	0	0.0	186	9	4.8
SK LEGAL AID COMMISSION	16	1	6.3	3	0	0	13	1	7.7
SK. RESEARCH COUNCIL	12	0	0.0	2	0	0.0	10	0	0.0
SPMC	181	2	1.1	43	0	0.0	138	2	1.4
STC	18	0	0.0	9	0	0.0	9	0	0.0
STF	12	0	0.0	6	0	0.0	6	0	0.0
UNIVERSITY OF REGINA	40	0	0.0	32	0	0.0	8	0	0.0
UNIVERSITY OF SASKATCHEWAN	513	10	1.9	36	0	0.0	477	10	2.1
WEYERHAEUSER CANADA	68	1	1.5	15	0	0.0	53	1	1.9
TOTAL	4137	123	3.0	1115	29	2.60	3021	94	3.1

Table B - 4 - Aboriginal People in Management (Employers with less than 25 FTE employees)

ORGANIZATIONS	ABORIGINAL								
	ALL MANAGEMENT			SENIOR MANAGEMENT			MIDDLE MANAGEMENT		
	TOTAL	NUMBER	%	TOTAL	NUMBER	%	TOTAL	NUMBER	%
JOHN HOWARD SOCIETY	4		0.0	1	0	0.0	3	0	0.0
REGINA WOMEN'S COMMUNITY CENTRE	1	0	0.0	1	0	0.0	0	0	0
SASK HUMAN RIGHTS COMMISSION	7	0	0.0	2	0	0.0	5	0	0.0
SASKWETLANDS	1	0	0.0	1	0	0.0	0	0	0.0
SCN	12	0	0.0	3	0	0.0	9	0	0.0
TOTAL	25	0	0.0	8	0	0.0	17	0	0.0

Table B - 5 - Persons with Disabilities in Management (Employers with more than 25 FTE employees)

ORGANIZATION	PERSONS WITH DISABILITIES								
	ALL MANAGEMENT			SENIOR MANAGEMENT			MIDDLE MANAGEMENT		
	TOTAL	NUMBER	%	TOTAL	NUMBER	%	TOTAL	NUMBER	%
CITY OF PRINCE ALBERT	28	0	0.0	8	0	0.0	20	0	0.0
CITY OF REGINA	76	12	15.8	16	3	18.75	60	9	15
CITY OF SASKATOON	80	4	5.0	13	0	0	67	4	6.0
CO-OPERATORS	27	2	7.4	8	1	12.5	19	1	5.3
CROWN INVESTMENTS CORP.	48	1	2.1	9	0	0.0	39	1	2.6
GOVERNMENT OF SASK	1927	60	3.1	833	29	3.5	1094	31	2.8
ISM	Statistics are not available								
NORTHERN LIGHTS S.D.	29	0	0.0	9	0	0.0	20	0	0.0
NORTHLANDS COLLEGE	9	1	11.1	9	1	11.1	0	0	0.0
P.A. HEALTH COOPERATIVE	13	1	7.7	1	0	0	12	1	8.3
REGINA POLICE SERVICES	36	0	0.0	15	0	0.0	21	0	0.0
REGINA PUBLIC S.D.	130	2	1.5	13	1	7.7	117	1	0.9
SASK CROP INSURANCE	47	1	2.1	17	0	0.0	30	1	3.3
SASK OPPORTUNITIES CORP.	6	0	0.0	6	0	0.0	0	0	0.0
SASKATCHEWAN GAMING CORP.	33	0	0.0	7	0	0.0	26	0	0.0
SASKATOON COMMUNITY CLINIC	13	0	0.0	1	0	0	12	0	0.0
SASKENERGY	200	3	1.5	10	0	0.0	190	3	1.6
SASKFOR MACMILLAN	Statistics are not available								
SASKPOWER	46	1	2.2	9	0	0.0	37	1	2.7
SASKTEL	475	8	1.7	10	0	0.0	465	8	1.7
SASKWATER	44	0	0.0	5	0	0.0	39	0	0.0
SGI	193	16	8.3	7	1	14.3	186	15	8.1
SK LEGAL AID COMMISSION	16	1	6.3	3	0	0.0	13	1	7.7
SK. RESEARCH COUNCIL	12	0	0.0	2	0	0.0	10	0	0.0
SPMC	181	7	3.9	43	1	2.3	138	6	4.3
STC	18	1	5.6	9	1	11.1	9	0	0.0
STF	12	0	0.0	6	0	0.0	6	0	0.0
UNIVERSITY OF REGINA	40	1	2.5	32	1	3.1	8	0	0.0
UNIVERSITY OF SASKATCHEWAN	513	10	1.9	36	0	0	477	10	2.1
WEYERHAEUSER CANADA	68	0	0.0	15	0	0.0	53	0	0.0
TOTAL	4136	116	2.8	1115	36	3.2	3021	80	2.6

Table B - 6 - Persons with Disabilities in Management (Employers with less than 25 FTE employees)

ORGANIZATIONS	PERSONS WITH DISABILITIES								
	ALL MANAGEMENT			SENIOR MANAGEMENT			MIDDLE MANAGEMENT		
	TOTAL	NUMBER	%	TOTAL	NUMBER	%	TOTAL	NUMBER	%
JOHN HOWARD SOCIETY	4	1	25.0	1	0	0.0	3	1	33.3
REGINA WOMEN'S COMMUNITY CENTRE	1	0	0.0	1	0	0.0	0	0	0
SASK HUMAN RIGHTS COMMISSION	7	1	14.3	2	0	0.0	5	1	20.0
SASKWETLANDS	1	0	0.0	1	0	0.0	0	0	0.0
SCN	12	0	0.0	3	0	0.0	9	0	0.0
TOTAL	25	2	39.3	8	0	0.0	17	2	11.8

Table B - 7 - Visible Minority Persons in Management (Employers with more than 25 FTE employees)

ORGANIZATION	VISIBLE MINORITY PERSONS								
	ALL MANAGEMENT			SENIOR MANAGEMENT			MIDDLE MANAGEMENT		
	TOTAL	NUMBER	%	TOTAL	NUMBER	%	TOTAL	NUMBER	%
CITY OF PRINCE ALBERT	28	0	0.0	8	0	0.0	20	0	0.0
CITY OF REGINA	76	0	0.0	16	0	0.0	60	0	0.0
CITY OF SASKATOON	80	1	1.3	13	0	0	67	1	1.5
CO-OPERATORS	27	0	0.0	8	0	0.0	19	0	0.0
CROWN INVESTMENTS CORP.	48	1	2.1	9	0	0.0	39	1	2.6
GOVERNMENT OF SASK	1927	46	2.4	833	18	2.2	1094	28	2.6
ISM	Statistics are not available								
NORTHERN LIGHTS S.D.	29	0	0.0	9	0	0.0	20	0	0.0
NORTHLANDS COLLEGE	9	1	11.1	9	1	11.1	0	0	0.0
P.A. HEALTH CO-OPERATIVE	13	0	0.0	1	0	0	12	0	0.0
REGINA POLICE SERVICES	36	0	0.0	15	0	0.0	21	0	0.0
REGINA PUBLIC S.D.	130	0	0.0	13	0	0.0	117	0	0.0
SASK CROP INSURANCE	47	0	0.0	17	0	0.0	30	0	0.0
SASK OPPORTUNITIES CORP.	6	0	0.0	6	0	0.0	0	0	0.0
SASKATCHEWAN GAMING CORP.	33	0	0.0	7	0	0.0	26	0	0.0
SASKATOON COMMUNITY CLINIC	13	0	0.0	1	0	0	12	0	0.0
SASKENERGY	200	8	4.0	10	0	0.0	190	8	4.2
SASKFOR MACMILLAN	Statistics are not available								
SASKPOWER	46	0	0.0	9	0	0.0	37	0	0.0
SASKTEL	475	3	0.6	10	0	0.0	465	3	0.6
SASKWATER	44	3	6.8	5	0	0.0	39	3	7.7
SGI	193	2	1.0	7	0	0.0	186	2	1.1
SK LEGAL AID COMMISSION	16	0	0.0	3	0	0.0	13	0	0.0
SK. RESEARCH COUNCIL	12	2	16.7	2	0	0.0	10	2	20.0
SPMC	181	7	3.9	43	1	2.3	138	6	4.3
STC	18	0	0.0	9	0	0.0	9	0	0.0
STF	12	0	0.0	6	0	0.0	6	0	0.0
UNIVERSITY OF REGINA	40	3	7.5	32	2	6.3	8	1	12.5
UNIVERSITY OF SASKATCHEWAN	513	17	3.3	36	1	2.8	477	16	3.4
WEYERHAEUSER CANADA	68	0	0.0	15	0	0.0	53	0	0.0
TOTAL	4136	93	2.2	1100	23	2.1	2968	70	2.4

Table B -8 - Visible Minority Persons in Management (Employers with less than 25 FTE employees)

ORGANIZATIONS	VISIBLE MINORITIES								
	ALL MANAGEMENT			SENIOR MANAGEMENT			MIDDLE MANAGEMENT		
	TOTAL	NUMBER	%	TOTAL	NUMBER	%	TOTAL	NUMBER	%
JOHN HOWARD SOCIETY	4	1	25.0	1	0	0.0	3	1	33.3
REGINA WOMEN'S COMMUNITY CENTRE	1	0	0.0	1	0	0.0	0	0	0
SASK HUMAN RIGHTS COMMISSION	7	0	0.0	2	0	0.0	5	0	0.0
SASKWETLANDS	1	0	0.0	1	0	0.0	0	0	0.0
SCN	12	1	8.3	3	0	0.0	9	1	11.1
TOTAL	25	2	8.0	8	0	0.0	17	2	11.8

Appendix C

Background and Policies on Designated Group Members

Saskatchewan Human Rights Commission
Policy Relating to Women as a Designated Group

Background

The commission has noted inconsistencies in employers' reports about the progress of women in their labour forces. For example:

(a) statistical reports sometimes refer to the number of women in "non-traditional" occupations and sometimes refer to occupations in which women are "under represented";
(b) different employers use different definitions of under representation and non-traditional; and
(c) some employers use definitions based on their own labour force while others use definitions based on the general labour force.

To establish consistency among organizations with approved programs under section 47 of *The Saskatchewan Human Rights Code*, the Saskatchewan Human Rights Commission has adopted the following goals and the following definition of underrepresentation. The commission will no longer use the term "non-traditional" when tracking the progress of women as a designated group.

Definition

Women shall be considered under represented in occupations within an employer's labour force if women occupy less than 45% of positions in those occupations.

Goals

(a) Short-term goals for hiring, promoting or transferring women into such occupations shall be based on the availability of qualified or qualifiable female candidates.
(b) The long-term goal shall be to achieve representation by women, which matches their participation in the provincial labour force. This is currently 45%.

(Adopted September 28, 1995)

Saskatchewan Human Rights Commission
Policy Relating to Persons With Disabilities as a Designated Group

Background

The Commission has noted inconsistent definitions of "persons with disabilities" in the reports of employers with approved employment equity plans. As well, organizations representing persons with disabilities have expressed concerns that those persons who experience significant barriers to employment because of disability do not benefit from equity initiatives.

Section 47 of *The Saskatchewan Human Rights Code* gives the Commission authority to approve special programs designed to prevent, eliminate or reduce disadvantages experienced by groups of individuals because of a prohibited ground of discrimination. With employment equity plans, the Commission sets numerical goals for the employment of members of each designated group. In setting the numerical goal for the employment of persons with disabilities, the Commission has considered both the definition of "persons with disabilities" and statistics showing the representation of this group in Saskatchewan's working age population.

Statistics Canada provides different figures for the representation of persons with disabilities in Saskatchewan's working age population, depending on the degree of disability involved. Statistics Canada's *1991 Health and Activity Limitation Survey* shows that people with moderate to severe disabilities make up 9.67 percent of Saskatchewan's working age population. In most cases, these individuals require job accommodation. If people with milder disabilities are also included, the percentage increases to 16.6 percent.

In section 2(1)(d.1) of *The Saskatchewan Human Rights Code*, "disability" is defined as follows.

> "Disability" means:
> (i) any degree of physical disability, infirmity, malformation or disfigurement that is caused by bodily injury, birth defect or illness and, without limiting the generality of the foregoing, includes:
>
> (A) epilepsy;
> (B) any degree of paralysis;
> (C) amputation;
> (D) lack of physical co-ordination;
> (E) blindness or visual impediment;
> (F) deafness or hearing impediment;
> (G) muteness or speech impediment; or
> (H) physical reliance on a guide dog, wheelchair or other remedial appliance or device; or

(ii) any of:

(A) a condition of mental retardation or impairment;
(B) a learning disability or a dysfunction in one or more of the processes involved in the comprehension or use of symbols or spoken language; or
(C) a mental disorder.

In their reports to the Commission, some employers use a broad definition of "persons with disabilities" based on section 2(1)(d.1) of the *Code*, while others use definitions focusing on the effects of a disability on a person's ability to obtain and maintain employment. Some employers also have limited understanding of what an employment-related disability involves. It is not always understood, for instance, that some individuals with sensory disabilities (for example, people who are deaf or blind) will experience barriers to communication.

The definition of disability in section 2(1)(d.1) of the *Code* is too broad for the purposes of employment equity plans, because many individuals who have a disability within the meaning of the *Code* can perform their job successfully without any accommodation by their employer. Unless they encounter attitudinal barriers, they may not need the special measures that are part of an employment equity plan. A narrower definition of disability will allow a more effective use of employment equity plans and enable persons with disabilities that require accommodation to participate in and contribute equally to a workforce which is more reflective of the Saskatchewan community.

To establish consistency and promote the employment of persons with disabilities, the Saskatchewan Human Rights Commission adopts the following definition and goals for the purposes of employment equity plans under section 47 of *The Saskatchewan Human Rights Code*.

Definition

Persons with disabilities are persons who have a disability within the meaning of section 2(1)(d.1) of *The Saskatchewan Human Rights Code*. In addition, for the purposes of employment equity plans, persons with disabilities

(a) have persistent physical, intellectual, mental, psychiatric, sensory or learning conditions that

(i) require a technical device and/or personal support or service which enables such persons to perform the essential functions of a job; and/or
(ii) require some form of accommodation such as extra rest breaks, or time off/leave to obtain treatment as necessary, or modifications to job responsibility, job site, or work hours;

and

(b) consider themselves, and believe an employer or a potential employer would consider them disadvantaged in finding, retaining or advancing in employment because of that condition.

Goals

1) Employers will accommodate persons with disabilities. This accommodation can include the following.

   (a) For persons with communication disabilities, accommodation can include the use of sign language interpretation, telewriter (TTY), braille, audiotapes, computer diskettes, or other methods of communicating.

   (b) For persons with mobility disabilities, accommodation can include providing accessibility to buildings and facilities, and modifying washrooms.

   (c) For persons with intellectual disabilities, accommodation can include job coaching or individualized on-the-job training.

2) The long-term goal of employment equity plans will be to achieve representation of persons with disabilities that matches the representation of persons with moderate to severe disabilities in the working age population, currently 9.7 percent. In order to reach this goal within a reasonable time period, employers who have not yet achieved the long-term goal will be asked to set interim hiring goals that are higher than 9.7 percent for persons with moderate to severe disabilities.

3) The hiring, promotion or transferring of persons with disabilities into occupations will be based on the availability of qualified or qualifiable candidates.

(Adopted April 8, 1998)

Saskatchewan Human Rights Commission

Policy Relating to Visible Minorities as a Designated Equity Group

Background

Section 47 of *The Saskatchewan Human Rights Code* gives the Commission authority to approve special programs designed to prevent, eliminate or reduce disadvantages experienced by groups of individuals because of a prohibited ground of discrimination. To date, the Commission has approved equity plans for four groups: women, Aboriginal people, people with disabilities, and visible minorities. All four groups have experienced historical inequities that have become entrenched within educational, economic and other systems. To address ongoing systemic discrimination against these groups, the Commission has developed employment equity and education equity programs.

The Commission's definition of visible minorities is concerned with racism and its impact. In the experience of the Commission, the overwhelming majority of people who experience racism are people whose skin colour is perceived as being "non-white." Aboriginal people are not considered part of this group, because they are identified as a separate designated group for the purposes of equity programs.[1]

The visible minority group is not limited to recent immigrants. It includes people who are born in Canada as well as recent immigrants and first-generation Canadians. However, the visible minority group does not include all immigrants. All immigrants may experience barriers to equality, but the specific purpose of including visible minorities in equity programs is to eliminate racism and address its systemic and institutionalized consequences.

It should also be noted that the term "visible minority" does not identify a uniform group. It includes individuals from a wide range of ethnic groups, from many parts of the world. It is important to be aware of the differences both between and within visible minority subgroups.

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[1] The Commission recognizes that the division of people into distinct "races" or "colours" is an artificial classification not supported by current scientific research. Historically, it has also been linked with racist ideologies and oppressive practices. "Race" is a socially constructed concept that has historically been used to justify the hierarchical ranking of peoples and to support racist practices such as slavery, colonialism and genocide. Classification of people by distinct skin colours has also been linked with racist ideologies and practices, differences in skin colour are actually a continuum.

Definition

In the interest of consistency, the Saskatchewan Human Rights Commission adopts, in principle, the definition of visible minorities used in the federal *Employment Equity Act*.[2] For the purposes of equity programs, the Saskatchewan Human Rights Commission defines members of visible minorities as "persons, other than Aboriginal peoples, who are people of colour." Members of visible minorities may, for example, be persons of African, Chinese, Filipino, Japanese, Korean, Pacific Islander, East Asian, Southeast Asian, West Asian, Arab or Latin American ancestry.[3]

Employers with employment equity plans who wish to identify members of visible minorities should use the principle of self-identification and ask employees and prospective employees themselves to indicate whether they are visible minority members.

Goals

1. (a) The long-term goal of employment equity plans will be to achieve representation of visible minorities throughout an employer's workforce that reflects the representation of visible minorities in the population as a whole. According to Statistics Canada data for 1996, this representation is 5.4 percent in Regina; 5.2 percent in Saskatoon; and 2.8 percent in Saskatchewan as a whole. If an employer operates primarily in either Regina or Saskatoon, the representation goal will be that of the urban centre.

   (b) In order to achieve the long-term goal within a reasonable time period, employers who have not yet achieved the long-term goal will be asked to set interim hiring goals that are higher than the long-term numerical goals set out under goal # 1.

   (c) The short-term goals for hiring, promoting or transferring members of visible minorities will be based on the availability of qualified or qualifiable candidates.

[2] Employment Equity Act, S.C. 1995, c.44, s.3.
[3] These are the categories used by Statistics Canada in its 1996 census.

2. Other goals of employment equity plans will include the following.

- anti-racism policies and procedures
- policies and activities to encourage respect for cultural diversity
- a review of practices that may constitute barriers for visible minorities, such as limitations upon people who speak with an accent
- a fair process to evaluate and recognize non-Canadian credentials
- measures to address the glass ceiling, with respect to visible minorities

(Adopted June 16, 1999)